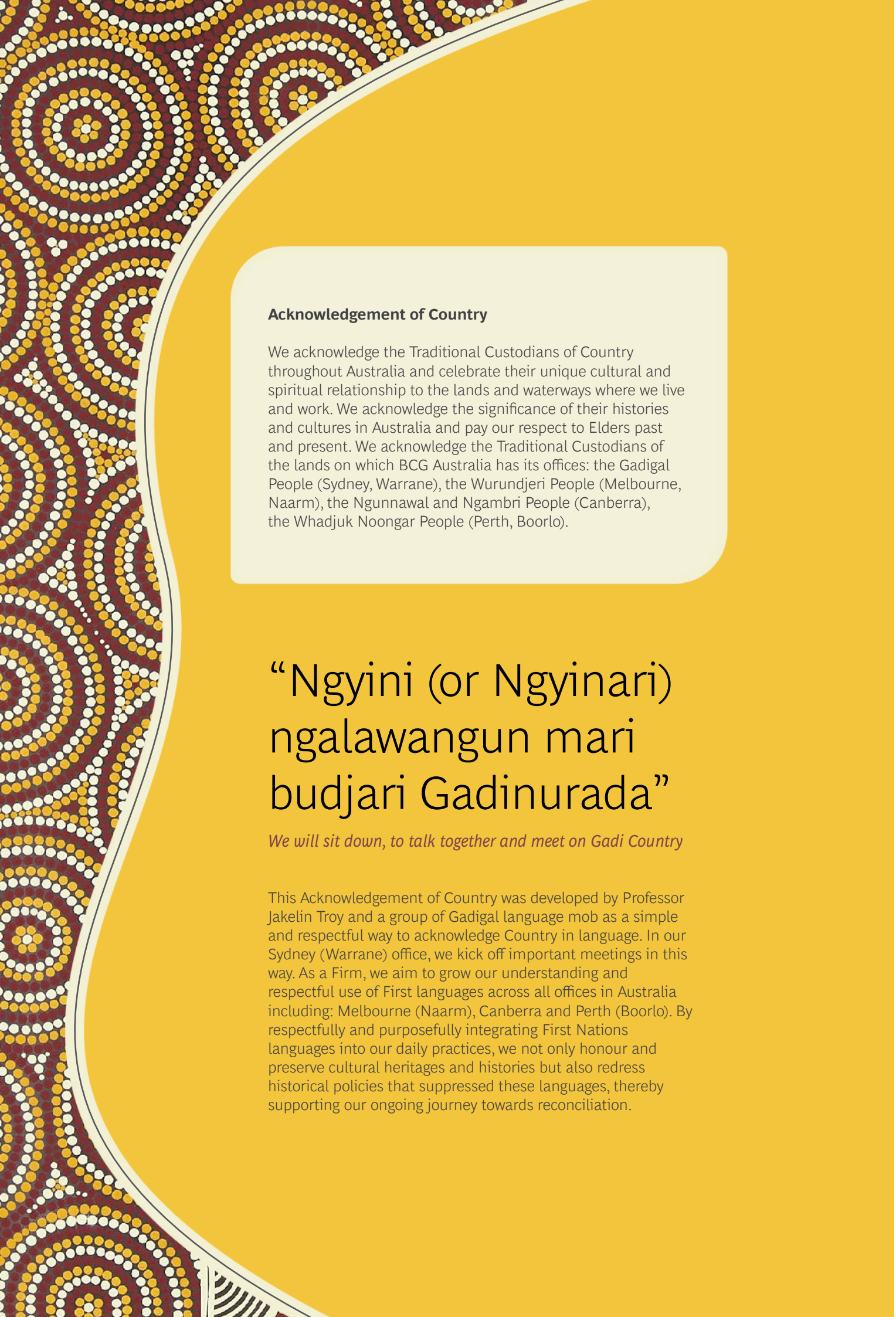
BOSTON CONSULTING GROUP

RECONCILIATION ACTION PLAN INNOVATE

Reconciliation Action Plan

August 2024–August 2026





Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and celebrate their unique cultural and spiritual relationship to the lands and waterways where we live and work. We acknowledge the significance of their histories and cultures in Australia and pay our respect to Elders past and present. We acknowledge the Traditional Custodians of the lands on which BCG Australia has its offices: the Gadigal People (Sydney, Warrane), the Wurundjeri People (Melbourne, Naarm), the Ngunnawal and Ngambri People (Canberra), the Whadjuk Noongar People (Perth, Boorlo).

“Ngyini (or Ngyinari) ngalawangun mari budjari Gadinurada”

We will sit down, to talk together and meet on Gadi Country

This Acknowledgement of Country was developed by Professor Jakelin Troy and a group of Gadigal language mob as a simple and respectful way to acknowledge Country in language. In our Sydney (Warrane) office, we kick off important meetings in this way. As a Firm, we aim to grow our understanding and respectful use of First languages across all offices in Australia including: Melbourne (Naarm), Canberra and Perth (Boorlo). By respectfully and purposefully integrating First Nations languages into our daily practices, we not only honour and preserve cultural heritages and histories but also redress historical policies that suppressed these languages, thereby supporting our ongoing journey towards reconciliation.

RAP Artwork



Two Brothers, S. Baker

"The two emus are me and my younger brother. The two boomerangs are what we hunt with. The gum tree leaves and waterholes are where we camp under the gum trees. All the dots are places we've been and where we are going in life, to reconnect with all our loved ones, family, and friends."

S. Baker is a Yorta Yorta, Bunurong man who has been participating in The Torch program since 2020. His art practice incorporates stories and animals important to his culture, such as his totem the Long-Necked Turtle. His stories reflect the journey he is on and life and incorporate his wishes for new beginnings and a better future, on Country with family.

The Torch delivers the Statewide Indigenous Arts in Prison and Community Program, which aims to reduce the disproportionately high rates of Indigenous incarceration and recidivism in Victoria. By embracing participants as artists, The Torch provides an avenue for change. The program aids development of self-esteem, confidence and economic participation, through cultural strengthening and artistic expression.

This artwork was procured from The Torch. The Torch supports First Nations people in Victoria whose lives have been impacted by the criminal justice system to explore their identity and culture through art and define new pathways for themselves upon release from prison.

Indigenous Australians make up 3.8% of the general population yet represent 34% of the adult prison population. Indigenous Australians are 17 times more likely to be in prison than non-Indigenous Australians.

By embracing participants as artists, The Torch provides an avenue for change. The program aids development of self-esteem, confidence, and economic participation, through cultural strengthening and artistic expression.

The Torch is transformative and we're proud to be contributing towards self-determination for participating artists with 100% of the price going directly to the individual.

Message from BCG Australia & New Zealand's Managing Director and RAP Champion

As we embark on the next chapter of our journey with the 2024-2026 Innovate Reconciliation Action Plan (RAP) we continue to be guided by our foundational purpose: to unlock the potential of those who advance the world. This includes a deep respect and recognition for First Nations peoples across Australia, on whose lands we operate. Aboriginal and Torres Strait Islander histories, cultures, and invaluable contributions remain at the heart of our vision for the future of this country and all its people.

In this RAP, we are committed to not only maintaining, but also enhancing, our contributions to reconciliation, drawing on the invaluable lessons learned through the execution of our 2022-2024 Innovate RAP. We extend our sincere gratitude to our partners, the dedicated RAP team, and Reconciliation Australia for their ongoing guidance, expertise, and vital perspectives that have shaped the evolution of our ambition.

Our commitment to supporting Aboriginal and Torres Strait Islander communities is a long-standing one, built on enduring partnerships. An example is our foundational partnership with Jawun in 2000 and ongoing advocacy for self-determination and economic empowerment.

We recognise the journey towards reconciliation is ongoing, and that substantial challenges remain. The disparities faced by Aboriginal and Torres Strait Islander peoples highlight an urgent need for continued, impactful action. Our commitment is to not only acknowledge these challenges but to actively contribute to meaningful change, leveraging our collective resources and influence to make a difference.

Through the development of our latest RAP, we have reflected on our past efforts, celebrating our achievements while also identifying areas for growth and increased impact. This plan is a reaffirmation of our commitment to reconciliation, marked by a resolve to deepen our understanding, broaden our engagement, and enhance our support for First Nations communities. We are proud of the strides we have made and are eager to advance further, fuelled by a spirit of respect, listening, and unwavering commitment to fostering reconciliation across Australia.



Grant McCabe

Managing Director and Senior Partner

Leader of the Australia and New Zealand system



Luke Raffin

Partner and Associate Director, Social Impact

RAP Champion

CEO Statement from Reconciliation Australia

Reconciliation Australia commends Boston Consulting Group (BCG) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. BCG continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that BCG will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to BCG using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for BCG to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, BCG will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of BCG's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations BCG on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

RECONCILIATION AUSTRALIA



Our Business

Boston Consulting Group (BCG) is a global consulting firm, deeply committed to enabling leaders in business and society to meet their biggest challenges with innovative solutions. Established over six decades ago, BCG has grown to encompass a vast network of more than 90 offices across over 50 countries, employing approximately 22,000 dedicated professionals globally. Our Australia & New Zealand (ANZ) presence is robust, with dynamic based in Sydney, Melbourne, Perth, Canberra and Auckland, collectively numbering around 550 staff members, with ~1% of these staff identifying as being Aboriginal and/or Torres Strait Islander people.

At the heart of our operations lies the enduring purpose of unleashing the potential within organisations to advance the world forward. BCG partners with a spectrum of clients including industry leaders, governmental bodies, and non-profits, fostering transformational change that not only propels businesses but also drives significant, positive societal impact.

Diversity, equity, and inclusion are integral to our business, with a workforce that reflects a wide array of backgrounds, experiences, and identities. This rich tapestry of perspectives is essential to our success, and we are committed to fostering an environment where every individual is appreciated and supported to bring their best.

Our Reconciliation Action Plan builds on many years of commitment to Aboriginal and Torres Strait Islander outcomes and helps hold us accountable to continue to live and model these values.

Examples of some of these outcomes include:

- **Social equity** – co-founding Jawun and establishing an ongoing partnership to provide secondee support to work on identified challenges in communities, writing the business case for AFL Cape York House.
- **Cultural integrity** – Supporting the implementation of a carbon business model using traditional burning techniques and knowledges, supporting the development and implementation of a Joint Decision-Making Framework incorporating multiple Aboriginal peoples' perspectives into decision making.
- **Political representation** – supporting The Voice proposal, developing stories of the successes of Aboriginal and Torres Strait Islander peoples-led partnership through Empowered Communities to inform discussion around the national Voice referendum.
- **Economic empowerment** – developing a property strategy to for Wunan Foundation to support Kimberley's Aboriginal peoples live without reliance on welfare.



Our RAP | Journey & Commitment to Reconciliation

Our Vision



At BCG, we envision an Australia where the rich heritage and enduring sovereignty of Aboriginal and Torres Strait Islander peoples are integral to the nation's identity and prosperity. We aspire to be an active partner advocating for implementing equitable solutions that respect and elevate First Peoples rights, cultures, and leaderships.

As we continue to support outcomes for Aboriginal and Torres Strait Islander peoples through our business, developing and implementing our second Innovate RAP enables us to also focus this energy internally. Below we expand on our RAP Working Group members and our approach to implementing the RAP.

Decades of Partnership

BCG has actively supported Aboriginal and Torres Strait Islander peoples outcomes since the 1990s, prioritising empowerment and self-determination. Our collaboration spans leaders and organisations in health, education, and business reform, striving for impactful and sustainable change. We do this by listening to and taking direction from First Nations leaders on issues of importance to communities, ensuring mutually beneficial relationships.

Our partnerships include:

- Co-Founding **Jawun** in 2000 with Noel Pearson and Westpac, engaging senior staff and **deploying over 120 secondees to partner organisations**. Jawun acts as a facilitator between corporates, philanthropy and governments and Aboriginal and Torres Strait Islander leaders and organisations; bringing key leaders from public and private sector Australia to work alongside Aboriginal and Torres Strait Islander communities to accelerate development based on the priorities of the individual communities.
- Supporting the nationwide establishment of **Empowered Communities**, **advocating for Aboriginal and Torres Strait Islander peoples governance and self-determination**, leading to endorsement and funding by the Commonwealth Government since 2016.
- Aiding **Wunan's** Aboriginal and Torres Strait Islander peoples-led governance in Halls Creek, **creating a policy framework to re-establish positive cultural and social norms**, foundational for **Empowered Communities in East Kimberley**.

- Partnering with **Cape York Aboriginal Australian Academy** to **boost numeracy and literacy outcomes and school attendance**. This delivered 15x–50x lift in numeracy and literacy results within two years and increased school attendance from ~45% to ~70%.

- Engaged as a founding member of the Raising the Bar initiative, **surpassing our targets in spending with Aboriginal and Torres Strait Islander suppliers** through **Supply Nation**.

- **Formulating an economic strategy and Country plan** for **Eastern Maar Aboriginal Corporation**. Supporting the definition of a vision for the future including the six goals of: Welling of our citizens, active youth, strong identity, healthy Country, cultural strength, and economic independence.

- **Supporting the Aboriginal and Torres Strait Islander Voice** and providing feedback on the Discussion Paper. This involved supporting Empowered Communities to establish an adjacent, complementary Yes campaign that amplifies EC's Aboriginal and Torres Strait Islander peoples voices from the regions and leverages Jawun's corporate network and ongoing partner base.

We also look inward, and strive to continually lift the bar on creating an inclusive, representative, and culturally aware working environment for all out people. This includes:

- Supporting our employee-led First Nations Pillar to foster community, launch events and resources to build awareness, and coordinate some pro bono efforts.

- Celebrating Aboriginal and Torres Strait Islander cultures throughout National Reconciliation Week and NAIDOC week; and building awareness on the histories of key dates such as January 26th and Sorry Day.

- Incorporating Aboriginal and Torres Strait Islander community activities into our staff events and supporting partner initiatives like Jawun's Stories of Female Leadership.

- Incorporating cultural awareness training into the core curricula for all our cohorts, complemented by partner-led sessions at our Firmwide and Office Outing conferences.

- Continuing our First Nations Scholarship and Internship program, alongside policies reflecting cultural sensitivity, like our Cultural and Religious Leave Policy and flexible "ME" days.

A quote from Shane Webster

"Bold ideas need bold partners. It's a simple truth, but a powerful one. As a founding member of Jawun, BCG has been a bold and trusted partner to Indigenous Australia for over 22 years.

Australia needs the kind of inclusive, ethical leadership that BCG represents. BCG use their voices and talents to empower our Indigenous partners and challenge us all to reimagine a world where Indigenous peoples live a life by choice not chance.

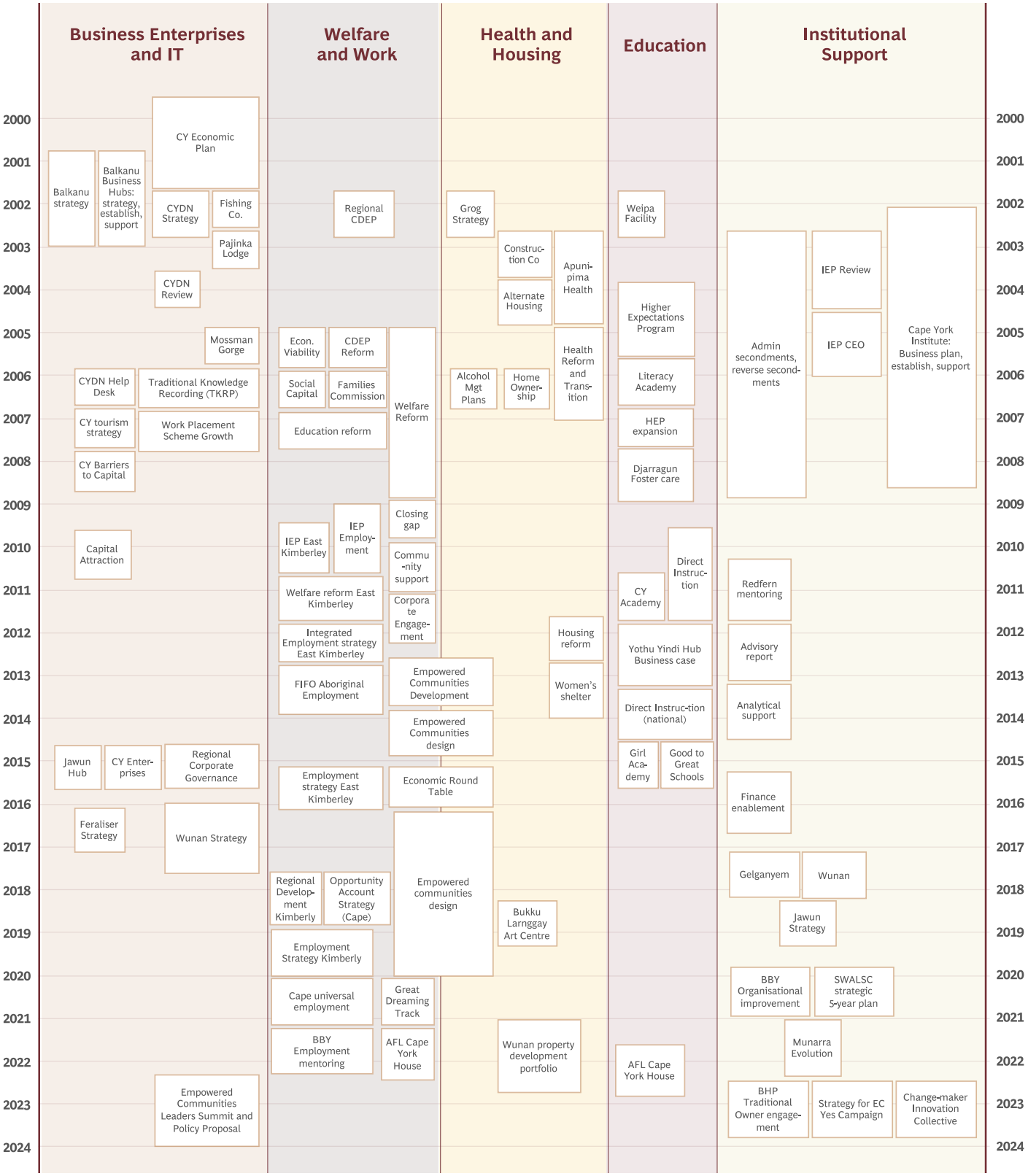
BCG has consistently provided their top people to take on some of the biggest challenges we face in this country, and their commitment to these issues has stayed strong over the years.

Over 120 of their consulting and business services staff have made great contributions to our partner organisations across the nation and their people stay closely connected to our agenda beyond their secondments. Their assistance has seen us sponsor national reforms, evolve our business model, and grow to support 13 regions.

I congratulate BCG on delivering their Reconciliation Action Plan and look forward to their continued support to Indigenous Australia."

Our work with Aboriginal and Torres Strait Islander communities and leaders through Jawun

Summary: Wide range of work over many years of involvement



Highlights of BCG's 2022-2024 Innovate RAP

Incorporating cultural protocols as a standard in important meetings, office offsites and significance celebrations





Publicly voicing our support for significance challenges in the Aboriginal and Torres Strait Islander space and working alongside community to solve complex challenges

Continuing to provide Jawun secondees for projects with Aboriginal and Torres Strait Islander organisations to empower community





Growing our firms understanding of Aboriginal and Torres Strait Islander peoples' histories and cultures

Empowering BCGers to drive knowledge sharing across our business units





Developing strategies and plans to inform action on recruitment, cultural learning, and engagement

Surpassing our target spend with Aboriginal and Torres Strait Islander owned businesses by 300% through cultural learning, keynote speakers and traditional foods and catering





Listening to Aboriginal and Torres Strait Islander leaders across our offices and working together on reconciliation

Looking ahead

As we approach our second Innovate RAP, we are acutely aware of the challenges in delivering on bold ambitions and throughout the delivery of our '22-'24 Innovate RAP have learned several lessons which will inform our future direction and efforts, these include:

- Embedding an intersectional approach in our DE&I agenda. We know that no two lived experiences are the same and are increasingly working to embed a person-centred approach in our DE&I efforts. This factors both into how we capture and analyse our people data and DE&I efforts, and the partnerships between our six-employee led DE&I Pillars:
  - Women@BCG
  - PRIDE
  - SES (socio-economic diversity)
  - AccessAbility (disability and caregiving)
  - K&E (culture and ethnicity)
  - First Nations@BCG

- Driving a step change in the representation of our workforce. Attracting and recruiting exceptional First Nations talent into careers at BCG requires continual focus and investment. In our previous RAP we focused on lifting representation through visibility and high performing University students in their second year. We've learned that we need to do more to build stronger and earlier visibility of careers in consulting, and have recently expanded our ***First Nations Scholarship to include an internship program.***

- Putting effective and efficient structure around our Reconciliation Action Plan. A focus of this RAP cycle has been firming up the systems and governance needed to track and capture progress against our RAP commitments, whilst ensuring our teams energy can be focused on the activities that unlock most impact. This has been helpful in balancing focus on our RAP in the context of an increasingly broad DE&I agenda, and keeping an active pulse on how we're tracking against our commitments.



Our RAP team

Our RAP Working Group consists of current staff, alumni and external partners to ensure consistent representation of Aboriginal and Torres Strait Islander perspectives and voices.



Jack Crane

DE&I and Engagement Lead Australia and New Zealand



Camilla Forman

People Experience Director



Luke Raffin

FN Pillar Champion



Grant McCabe

BCG ANZ System Lead



Sian Mabbott

FN Pillar co-lead



Anthony Smith

FN Pillar co-lead



Helen Bobbitt

Talent Acquisition Senior Manager



Georgina Pruden

HR Director



Rotating alumni and external parties

Our Commitments

RELATIONSHIPS

At BCG, we now understand that relationships are not just foundational—they are transformative. Through our previous RAP initiatives, particularly our enriched engagements via the Jawun partnership and seeking feedback from Aboriginal and Torres Strait Islander peoples and organisations, we have deepened our comprehension of the unique contexts and aspirations of those communities. These experiences have reshaped our approach, embedding a commitment to listen actively, respond thoughtfully, and co-create solutions that are culturally informed and impactful.

As we move forward, our goal is to transform these relationships into platforms for sustained influence and shared prosperity. We aim to leverage our global reach and expertise in change management to not only support but also amplify the voices and priorities of First Nations leaders and communities. This evolving perspective is at the heart of our strategic approach to reconciliation, driving us to build partnerships that are based on respect, equity, and a shared commitment to achieving tangible outcomes in both social and economic spheres.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	August 2025	DE&I & Engagement Manager
	Continually review and iterate our Engagement Plan for working with Aboriginal and Torres Strait Islander stakeholders.	August 2026	DE&I & Engagement Manager
	Continue to build and hold strong relationships with partner organisations through secondments and engage this network for guidance on maximising the impact of our reconciliation work. Organisations include: • Jawun • Empowered Communities • Binarri-binyja Yarrawoo Aboriginal Corporation • Wunan • Cape York Institute	August 2026	FN Pillar Champion, Staffing and Mobility Director

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
2. Build relationships through celebrating National Reconciliation Week (NRW)	RAP Working Group members, including the leads of our First Nations Pillar, to participate in at least one external NRW event.	27 May – 3 June 2025, 2026	DE&I & Engagement Manager
	Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025, 2026	DE&I & Engagement Manager
	Organise at least 3 internal NRW events across our offices, including at least one organisation-wide event, each year. Engage Aboriginal and Torres Strait Islander speakers, businesses and/or partners where possible and focus on celebration of First Nations cultures with education on current issues of importance to reconciliation.	27 May – 3 June 2025, 2026	FN Pillar events lead
	Register BCG's events on Reconciliation Australia's NRW website.	May 2025, 2026	FN Pillar events lead
	Circulate Reconciliation Australia's NRW resources and materials to all staff.	May 2025, 2026	FN Pillar events lead
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation by publishing our RAP review publicly.	August 2026	DE&I & Engagement Manager
	Continue to drive our Engagement Plan to engage all staff on reconciliation outcomes and positively influence external stakeholders.	August 2026	DE&I & Engagement Manager
	Identify RAP organisations in the RAP network and/or other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2026	DE&I & Engagement Manager
	Continue to contribute to public discourse by publishing position papers on matters of significance to Aboriginal and Torres Strait Islander peoples, actively seeking to involve Aboriginal and Torres Strait Islander advisors to ensure these papers are guided by the principles of self-determination and reflect the priorities and voices of the communities they concern.	August 2026	FN Pillar Champion, Marketing Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes E.g., WWAD, CWS etc.	August 2026	DE&I & Engagement Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
4. Promote positive race relations through antidiscrimination strategies	Continuously review and improve HR policies and procedures concerned with anti-discrimination.	August 2025, 2026	HR Director
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our code of conduct and other anti-discrimination focused policies.	August 2026	HR Director
	Implement and communicate BCGs code of conduct and other anti-discrimination focused policies.	August 2026	HR Director
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	August 2026	DE&I & Engagement Manager
	Senior leaders to publicly support antidiscrimination campaigns, initiatives or stances against racism.	August 2026	DE&I & Engagement Manager
	Raise awareness of BCG expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	August 2026	DE&I & Engagement Manager



RESPECT

At BCG, our commitment to respect has evolved from a foundational principle to a strategic imperative, influencing our operations and engagements. We recognise that respect is not merely about acknowledgment but is a proactive expression of valuing the rich cultural heritages and contributions of Aboriginal and Torres Strait Islander peoples. This understanding has broadened our approach, guiding us to integrate First Peoples' perspectives more deeply across our consulting practices and internal culture.

As we move forward, we are committed to embedding this enriched sense of respect in projects and partnership, ensuring our work not only acknowledges but actively supports the rights and aspirations of Aboriginal and Torres Strait Islander communities. By doing so, we aim to not only influence decisions within industry and government but also to model respect in a way that promotes genuine understanding and dismantles structural barriers. This shift underscores our belief in the transformative power of respect to drive equity, making it a core element of our strategy for meaningful reconciliation and social impact.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Continue a review of cultural learning needs within our organisation.	August 2025	L&D Senior Manager, DE&I & Engagement Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2025	L&D Senior Manager, DE&I & Engagement Manager
	Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	December 2024	DE&I & Engagement Manager
	Publicise days of significance internally, including educational details about why the day is significant, its impact on reconciliation, and how staff can contribute: • National Close the Gap Day • National Sorry Day • National Reconciliation Week • NAIDOC Week	August 2026	FN Pillar co-leads
	Continue to develop and maintain a list of appropriate Aboriginal and Torres Strait Islander cultural learning activities for team or office events in each city, including cultural immersion opportunities.	December 2024	FN Pillar events lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
6. Build respect and support the ongoing survivance and celebration of Aboriginal and Torres Strait Islander languages	Investigate language learning workshops facilitated by Aboriginal and/or Torres Strait Islander educators.	December 2024	DE&I & Engagement Manager
	Investigate collaborative projects with local Aboriginal and Torres Strait Islander communities to create resources in First Peoples languages, such as welcome signs and email greetings for internal and external communication.	August 2025	DE&I & Engagement Manager
	Conduct an evaluation of the language learning program's impact.	August 2026	DE&I & Engagement Manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	DE&I & Engagement Manager
	Continue to review and embed cultural protocols (tailored for all the local communities we operate in through BCGs Cultural Protocol Guidelines) including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	DE&I & Engagement Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at 3 or more significant events each year, such as: • Major firm and office outings • Jawun Board meetings • Worldwide Alumni Days • Major firm events (Celebrating Women's Success etc.)	August 2026	DE&I & Engagement Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of major internal forums, such as core training sessions, Office Meetings, Cohort Sessions, etc.	December 2024, 2025	DE&I & Engagement Manager
	Staff and senior leaders to be supported by the Diversity, Equity & Inclusion Manager to provide an Acknowledgement of Country or other appropriate protocols at all public events.	August 2026	DE&I & Engagement Manager
	Display an Acknowledgment of Country plaque and Aboriginal and Torres Strait Islander flags in each office (Sydney, Melbourne, Perth, Canberra).	August 2026	Lead: DE&I & Engagement Manager Support: Operations team

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group, including First Nations Pillar leads, to participate in at least one external NAIDOC Week event.	First week in July 2025, 2026	DE&I & Engagement Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2025, 2026	HR Director
	Support all staff to participate in external NAIDOC Week events in their office local area, including Boorloo (Perth), Naarm (Melbourne), Canberra and Warrane (Sydney).	First week in July 2025, 2026	DE&I & Engagement Manager
	Hold local NAIDOC week events across our offices, engaging Aboriginal and Torres Strait Islander partners as guest speakers and using Supply Nation certified suppliers where possible.	First week in July 2025, 2026	FN Pillar Events lead
	Publicise event using company-wide communication.	June 2025, 2026	FN Pillar Events lead



OPPORTUNITIES

At BCG, our engagement with Aboriginal and Torres Strait Islander communities has profoundly influenced our perspective on creating opportunities. Learning from our past experiences and partnerships, particularly through our long-standing collaboration with Jawun, we have refined our focus to not only increase opportunities but also ensure they are meaningful and aligned with the self-determined needs of communities. We are now more committed than ever to harnessing our expertise to support these goals in a manner that respects and promotes Aboriginal and Torres Strait Islander leadership and autonomy.

Our renewed approach to opportunities encompasses a strategic emphasis on nurturing First Nations talent through targeted recruitment, career development, and by leveraging our network to open doors within and beyond BCG. We are also intensifying our commitment to prioritising suppliers, recognising this as a direct and impactful way to foster economic independence and growth for Aboriginal and Torres Strait Islander communities.

As we advance, our goal is not just to create opportunities but to co-create frameworks that empower Aboriginal and Torres Strait Islander peoples to seize these opportunities on their own terms, thereby contributing to a more inclusive future.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Lead: Talent Acquisition Senior Manager Support: Senior Talent Acquisition Specialist, Staffing and Mobility Director
	Continuing to engage with Aboriginal and Torres Strait Islander staff or consultants to consult on the recruitment, retention and professional development strategy.	August 2025	Talent Acquisition Senior Manager, Senior Talent Acquisition Specialist
	Implement, review and update BCGs Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy, ensuring it is responsive to changing needs of staff and the firm.	August 2026	Talent Acquisition Senior Manager, Senior Talent Acquisition Specialist
	Provide wraparound interview support for Aboriginal and Torres Strait Islander candidates, including coaching and mentorship throughout the recruitment process.	August 2026	Talent Acquisition Senior Manager, Senior Talent Acquisition Specialist
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2026	Talent Acquisition Senior Manager, Senior Talent Acquisition Specialist
	Continually review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2025	Talent Acquisition Senior Manager, HR Director
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	August 2026	Talent Acquisition Senior Manager
	Broaden talent pipeline and employment pathways by continuing to explore opportunities with Aboriginal and Torres Strait Islander university student organisations and networks.	August 2026	Talent Acquisition Senior Manager
	Continue to offer and review annual First Nations scholarship worth $20,000 and guaranteed internship at BCG to Aboriginal and Torres Strait Islander university students.	July 2025, 2026	Talent Acquisition Senior Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
10. Support partner organisations to achieve reconciliation goals	Share Jawun secondees' experiences through emails while on secondment and in office meetings upon return.	August 2026	FN Pillar co-leads
	Provide Jawun with direct support, prioritising strategy work with Jawun headquarters when requested.	August 2026	Lead: Staffing and Mobility Director Support: FN Pillar Champion, FN Pillar co-leads
	Provide approximately five secondees for up to three months each to Aboriginal and Torres Strait Islander organisations, facilitated by Jawun, to support the organisations and leaders progress their priorities.	December 2024, 2025	Staffing and Mobility Director
	Continue to deliver and refine the First Nations Fellowship.	December 2024, 2025	FN Pillar Champion
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Continue to run and refine our Aboriginal and Torres Strait Islander procurement strategy.	August 2026	FN Pillar procurement lead
	Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2024	FN Pillar procurement lead
	Maintain commercial relationships with at least three Aboriginal and/or Torres Strait Islander businesses, including: • Jawun • Mirri Mirri • Kulbardi	August 2026	FN Pillar procurement lead
	Train all relevant staff in contracting Aboriginal and/or Torres Strait Islander businesses Through Supply Nation or an equivalent organisation.	December 2024, 2025	FN Pillar procurement lead
	Continue Supply Nation membership.	December 2024, 2025	FN Pillar procurement lead
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2024, 2025	FN Pillar procurement lead
	Target an increased overall spend on goods and services purchased each year with Aboriginal and/or Torres Strait Islander owned businesses from 3% to 6%.	December 2024, 2025	FN Pillar procurement lead

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2024	DE&I & Engagement Manager
	Establish and apply a Terms of Reference for the RWG.	December 2024	DE&I & Engagement Manager
	Meet at least four times per year to drive and monitor RAP implementation.	Sep '24, Dec '24, Mar '25, Jun '25, Sep '25, Dec '25, Mar '26, Jun '26	DE&I & Engagement Manager
13. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	August 2026	Executive Director, People Experience
	Continue to leverage dashboards to regularly track, measure and report on RAP milestones and progress, with a read out at RWG meetings.	August 2026	DE&I & Engagement Manager
	Continue to have an internal RAP Champion from our Managing Director & Partner team.	August 2026	DE&I & Engagement Manager
	Include our RAP as a standing agenda item at senior management meetings.	December 2024, 2025	Executive Director, People Experience
	Engage senior leaders and other staff in the delivery of RAP commitments.	December 2024, 2025	Executive Director, People Experience

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025, 2026	DE&I & Engagement Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2024, 2025, 2026	DE&I & Engagement Manager
	Complete RAP Impact Survey and submit to Reconciliation Australia.	30 September 2024, 2025	DE&I & Engagement Manager
	Report RAP progress to all staff and senior leaders quarterly.	November 2024, February 2025, May, August, November, February 2026, May, August	DE&I & Engagement Manager
	Prepare and publish our RAP achievements, challenges and learnings annually via scorecard as part of broader Diversity, Equity and Inclusion reporting.	December 2024, 2025	DE&I & Engagement Manager
	First Nations Pillar will investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	FN Pillar co-leads, DE&I & Engagement Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2026	DE&I & Engagement Manager
15. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2025	DE&I & Engagement Manager

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